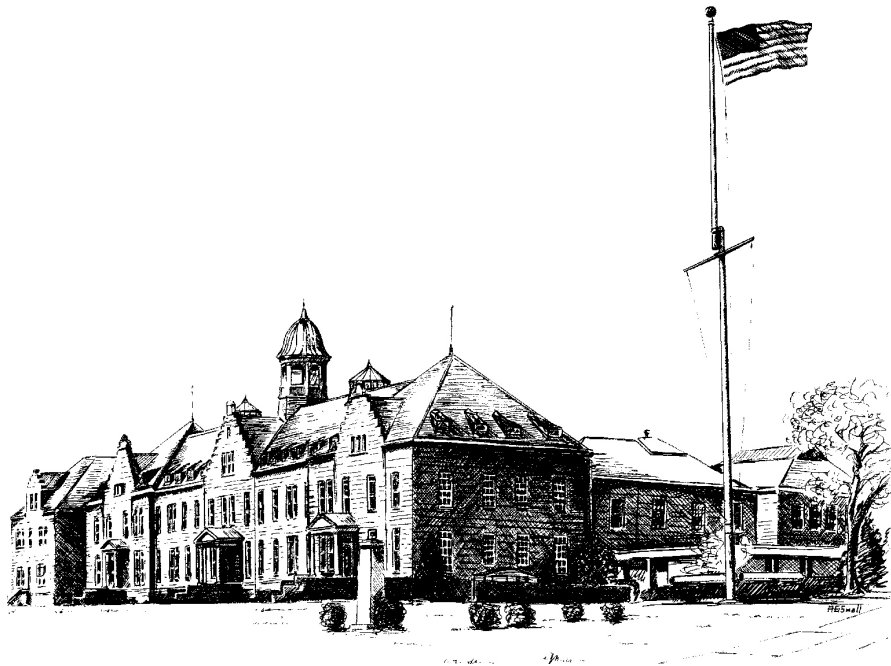


# **United States Naval War College**

## **Nonresident Graduate Degree Program**



## **PROGRAM GUIDE**

### **2002-2003**



**College of Distance Education  
U.S. Naval War College  
Newport, Rhode Island**



**15 June 2002**

## INTRODUCTION

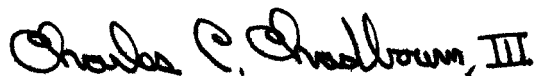
In March 1998, RADM James R. Stark, President, Naval War College, authorized a committee to study the feasibility of various options whereby the College could award a master's degree to nonresident students. At a meeting of the Academic Policy Council (APC) in July 1999 VADM Arthur K. Cebrowski approved the Nonresident Graduate Degree Program in principle. The College of Distance Education was directed to consult with the resident academic departments and to draft a specific proposal for the APC, taking into consideration issues such as selection of students, admissions standards, electives, accreditation, and residency requirements. In November 2000 the College initiated the Nonresident Graduate Degree Program, and the following May the New England Association of Schools and College's extended the College's accreditation to include awarding of master's degree to nonresident students enrolled in this program. RADM Rodney P. Rempt granted the first degrees to nonresident students in June 2002.

The attached Program Guide is the result of more than two years of intensive self-study and review of critical issues. In summary, this document sets forth a methodology for a Naval War College Nonresident Graduate Degree Program that includes exacting standards and requirements. Provision is made for close oversight by the Dean of Academics and frequent interface between the Associate Dean of Academics for Electives and the Nonresident Graduate Degree Program Coordinator to foster a high quality, comprehensive course of instruction. Among the key concepts addressed are

- Admissions procedures and standards
- Selection of students
- Electives courses
- Approval of transfer credits
- Residency requirements
- Fulfilling degree requirements.

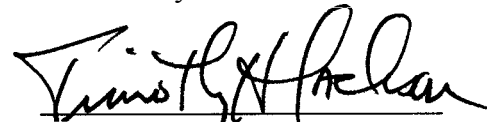
Implementation of this Program Guide is effective 15 June 2002.

Prepared By:



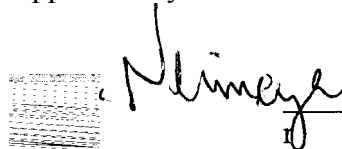
Prof. Charles C. Chadbourn, III  
Nonresident Graduate Degree  
Program Coordinator

Submitted By:



Prof. Timothy H. Jackson  
Director  
College of Distance Education

Approved By:



Dr. Charles P. Neimeyer  
Dean of Academics  
U. S. Naval War College

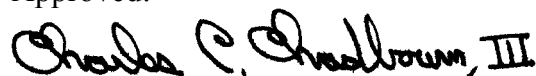
## **POLICY STATEMENT CONCERNING NONRESIDENT SEMINAR GRADUATE DEGREE PROGRAM**

The proposal to conduct a Nonresident Seminar Graduate Degree Program has been reviewed and approved by the Academic Policy Council, as well as both the Provost and the President of the Naval War College. An intense assessment of the Nonresident Seminar Core Courses was conducted during Academic Years 2000-01 and 2001-02 by the resident faculty. Additionally, the College of Distance Education assessed administrative functions of the Nonresident Graduate Degree Program, including the application process. Progress reports on these assessments were provided to the College's Academic Policy Council and to the New England Association of Schools and Colleges (NEASC), our regional accrediting body, in the spring of 2001.

The New England Association of Schools and Colleges extended the College's accreditation to award degrees to nonresident students in May 2001. General policy guidelines concerning participation in the Nonresident Graduate Degree Program are as follows:

- All Nonresident Seminar Students are participating in taking courses using the revised curriculum intended for consideration as the master's degree level program.
- **Only those students studying at the College's Additional Instructional Locations that have been assessed and certified to award the master's degree may apply for formal admission to the program. Admissions screening and decisions will be conducted on a rolling basis.**
- Students selected for the Nonresident Seminar Graduate Degree Program will have priority to complete NWC degree requirements.
- Students selected for the program will be asked to submit potential electives for approval as part of their formal Graduate Degree Plan. Should these students elect to take these electives for credit, these courses will count towards the master's degree
- All Nonresident Seminar Students, no matter where enrolled, will be encouraged to submit courses for consideration as potential electives.

Approved:



Charles C. Chadbourn, III  
Nonresident Graduate Degree  
Program Coordinator

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## **APPENDICES FOR PROGRAM ADMINISTRATION**

The following appendices contain appropriate forms for administration and monitoring of the procedures to be used in the Nonresident Graduate Degree Program.

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# **MISSION**

## **Naval War College**

The mission of the Naval War College is to enhance the professional capabilities of its students to make sound decisions in command, staff, and management positions in naval, joint and combined environments; to provide them with a sound understanding of military strategy and operational art; and to instill in them joint attitudes and perspectives. The Naval War College shall serve as a center for research and gaming leading to the development of advanced strategic, warfighting, and campaign concepts for the future employment of maritime, joint, and combined forces.

## **College of Distance Education**

The mission of the College of Distance Education is to develop and administer an extension of the educational program of the College of Naval Command and Staff to nonresident military officers and selected government employees.

### **We are committed to:**

- Providing an opportunity for students to obtain a Naval War College diploma by completion of Nonresident Seminars, Correspondence Courses, or Distance Learning (DL) Seminars by Internet closely paralleling the resident program
- Providing an opportunity for selected nonresident seminar students to obtain a Master of Arts in National Security and Strategic Studies from the Naval War College
- Supporting the CNO's Vision for Navy Officer Education that will afford Naval Officers the opportunity to attain appropriate Professional Military Education and a graduate degree
- Providing nonresident students with a faculty of the highest caliber
- Supporting the educational needs of all of our nonresident students
- Meeting the objectives of the Military Education Policy Document
- Achieving a quality nonresident program through continuous improvement.

## **Program for Joint Education (PJE) Certification**

Joint Professional Military Education (JPME) is that portion of Professional Military Education concentrating on the instruction of joint matters in order to develop officers skilled in attaining unity of effort across joint services, governmental and non-governmental agencies, and multinational lines. The Goldwater-Nichols Act, which became law in 1986, requires the completion of a joint duty assignment for promotion to O-7. The Program for Joint Education (PJE) is that portion of JPME that qualifies officers for Joint Specialty Officer (JSO) qualification.

Educational requirements for JSO qualification can be met through the completion of either an accredited resident or nonresident PJE Phase I curriculum followed by the applicable Joint Forces Staff College PJE Phase II curriculum or through one of the National Defense University Senior-Level PJE curricula. The Naval War College nonresident programs have been accredited as intermediate level PJE Phase I programs.

The Chairman, Joint Chiefs of Staff, has certified both the Naval War College Nonresident Seminar Program and the College of Continuing Education Command and Staff Correspondence Course for PJE Phase I credit. In addition, Phase I certification awarded to the NWC Nonresident Program graduate meets a prerequisite for acceptance into a Phase II PJE course such as the program of study currently offered at the Joint Forces Staff College (formerly the Armed Forces Staff College) in Norfolk.

# HISTORY

## The U.S. Naval War College

On October 6, 1884, the Secretary of the Navy, William E. Chandler, founded the Naval War College by a General Order that said simply, “A college is hereby established for an advanced course of professional study for naval officers to be known as the Naval War College.” Rear Admiral Stephen B. Luce became the first President of what is now the oldest continuing institution of its kind in the world.

Luce’s concepts of the nature and needs of the naval profession shaped the War College from its inception. He appreciated the interrelationship of naval power, technology, and international politics, and the necessity for senior officers to understand such complex issues. Admiral Luce organized the War College as “a place of original research on all questions relating to war and the statesmanship connected with war, or the prevention of war.”

Captain Alfred Thayer Mahan, the second president of the college, originally had been selected by Luce to initiate a course in naval history. Of all the men who were to influence the institution in its early years, no other was to have such a profound impact. He built a curriculum on the foundation laid by Luce. His lectures on naval history became its central feature, describing the geopolitical factors upon which maritime power was based, the role of a fleet of capital ships in expanding that power, and the relationship between seapower in all its forms and national greatness. These lectures were published in 1890 as *The Influence of Seapower Upon History, 1660-1783*.

On April 1, 1914, the Department of Correspondence Courses was established in a general order signed by Josephus Daniels, Secretary of the Navy. Under the direction of the President of the War College, Rear Admiral Austin M. Knight, Lieutenant William S. Pye, USN, who later became a Vice Admiral and President of the college during World War II, organized the Correspondence Courses Department. Lieutenant Pye had experimented with War College study by correspondence while at the Naval Academy some years earlier. There were two versions of the curriculum: Course A for groups and Course B for individuals. The initial course offered, “Strategy and Tactics,” later evolved into three courses entitled “Strategic Planning,” “Military Planning,” and “Naval Operations.” In 1919, drawing on his experiences in World War I, Vice Admiral William S. Sims, then President of the college, organized the Naval War College into four separate departments: Command, Strategy, Tactics, and Correspondence. In those five years, 828 officers enrolled in correspondence courses, and 30 achieved complete requirements for a diploma.

In 1924, a correspondence course in “International Law” was added to the curriculum. After World War II, the War College continued its emphasis on strategic and tactical education with the stated mission of “developing the professional competence of officers in operational planning and the exercise of operational command.” This mission had been confirmed by the results of World War II and the testimony of graduates like Fleet Admiral Chester W. Nimitz. “Logistics,” later called “Command Logistics,” was



introduced in 1949 as an extension of a resident course. By 1950 the new environments and responsibilities facing the naval profession; overseas presence, joint and combined operations, and augmented role in policy formulation, prompted a reevaluation of War College curriculum. All courses, resident and correspondence, were modernized under the presidency of Vice Admiral Raymond A. Spruance, who, in 1932-33, had been Head of the Correspondence Course Department. This series of innovations moved the program closer to the educational concepts of Luce and Mahan. In 1957, "International Relations" was added to the curriculum as a correspondence course for the first time.

In the 1960s, the College developed a more workable solution to the problem of combining operational and theoretical education. Two separate programs were created. The College of Naval Command and Staff was designed for the middle-grade officers, emphasizing the operational and tactical elements of command; and the College of Naval Warfare, for senior officers, stressing broader policy, administrative and strategic questions. Correspondence courses were offered at the Naval Command and Staff level. "National and International Security Organization" saw its beginning as a correspondence course in 1961, and "Counterinsurgency" was offered starting in November of 1962. "Military Management" was first offered in August of 1967.

Major revisions to the Naval War College curriculum and reorganization of the faculty under Vice Admiral Stansfield Turner, president of the college from 1972-1974, opened a new era in the history of the institution. The War College of the 1970s reflected the ideals of Luce and Mahan regarding professional military education to an even greater degree than before. The mission of the college was expanded to develop "the professional capabilities of its students to make sound decisions in both command and management positions." New courses in "Strategy and Policy", "Defense Economics and Decision-Making", and "Naval Tactics" were introduced as the focus of an intellectual effort using a faculty-led seminar technique.

In 1974, Admiral Turner, recognizing that, due to operational and fiscal constraints, many officers and senior DOD civilians would never have the opportunity to obtain a Naval War College education in Newport, directed the Center for Continuing Education to institute "off-campus," faculty-led seminars in Washington, DC. In that fall thirty-three nonresident students matriculated in "Strategy and Policy." Belief in the utility of the nonresident concept has grown to such an extent that today over 1000 students are enrolled in more than sixty nonresident seminars in twenty-one locations stretching from Pearl Harbor to Naples, Italy, while another 650 students participate in correspondence courses. In 1986, the name of the Center for Continuing Education was changed to the College of Continuing Education, reflecting the size and quality of the nonresident graduate education programs offered. Most recently, in conjunction with redefining the current mission of the college, the Naval Studies Board headed by Mr. Robert Murray on behalf of the CNO Executive Panel, recommended further expansion of the College of Continuing Education (CCE) as well as development of new distributed learning concepts and technology.

The present course offerings of the Nonresident Seminar Program: "Strategy and Policy," "National Security Decision Making," and "Joint Maritime Operations," reflect

the basic Turner model. Nonresident Seminar courses taught at all locations closely mirror what is taught in residence at Newport, and all seminars are led by an exceptionally qualified and experienced adjunct faculty. The majority of adjunct faculty members have taught in or are graduates of the resident program at the Naval War College. Many have served on the faculty for more than a decade, as well as on the faculties of other universities around the country. The present faculty of the College of Continuing Education have earned their doctorates at twenty-five different institutions, many of them from the very best in the world including California (Berkeley), Chicago, Claremont, Columbia, Cornell, Fletcher School, Florida State, Georgetown, North Carolina, Ohio State, Oxford, Princeton, Rice, Southern California, Stanford, Vanderbilt, Virginia, Washington, and Yale. .

The Chief of Naval Operations, Admiral J. L. Johnson, USN, issued his “Vision Statement for Navy Education” in April 1999, stating that “revitalization of the Navy’s investment in officer education is an essential ingredient for success in meeting the challenges of the 21<sup>st</sup> Century.” Admiral Johnson stressed that he viewed education as “crucially important” and called upon the Navy’s senior leadership to make education a priority in the development of the officer corps. “My vision is simple,” he said, “each career officer will be afforded the opportunity to attain both a relevant graduate degree and appropriate Professional Military Education.”

Establishment of the Naval War College Nonresident Graduate Degree Program created a unique opportunity for officers and senior federal employees to attain Professional Military Education and a Master of Arts Degree in National Security and Strategic Studies simultaneously in support of the CNO’s vision. Many of these individuals otherwise would not have the opportunity for intermediate level service college study. Consequently, the Nonresident Graduate Degree Program not only offers a strong incentive for participants, but also substantively enhances the academic reputation of the Naval War College throughout the fleet. The New England Association of Schools and Colleges extended the accreditation of the Naval War College to award a master’s degree to students in the Nonresident Graduate Degree Program in May of 2001. The first seventeen nonresident students to earn the Naval War College master’s degree completed their program of study on June 14, 2002.

## **NONRESIDENT GRADUATE DEGREE PROGRAM**

The Nonresident Graduate Degree Program offers an opportunity for College of Distance Education students to apply for admission to a program of graduate study that leads to the award of a Master of Arts Degree in National Security and Strategic Studies from the Naval War College. Those selected for the program will engage in a rigorous academic experience that includes the traditional core NWC courses, electives, and a capstone war game residency requirement designed to align closely with the resident experience in Newport.

### **Admissions Requirements**

To be admitted to the Nonresident Graduate Degree Program, potential graduate students must:

- Possess a baccalaureate degree from a regionally accredited institution.
- Have completed at least one of the following Naval War College Nonresident Seminar Courses: “Strategy and Policy,” “National Security Decision Making,” “Joint Maritime Operations.” A grade of B- or better is required in each individual Naval War College course. Enrollment in a correspondence course or two-week reserve officer course during Annual Training (AT) does not meet this requirement.
- Be an active duty or reserve officer with the grade of O-3 or higher serving in the United States Navy, Marine Corps, Coast Guard, Army, Air Force, National Guard, USPHS, NOAA, or be a Federal employee, grade GS-11 or above (or equivalent).
- Submit two letters of recommendation, at least one of which must be from a Naval War College faculty member familiar with the academic ability of the applicant. The other may be a commanding officer or senior supervisor of the applicant. Recommendation forms should be submitted directly to the Naval War College by the individual completing the recommendation or in a sealed and signed envelope with the student’s application..

Appendix A is the Admission Application Form. Appendix B is the form for Letters of Recommendation. Copies of these and other forms are available on the College’s web site at <http://cde.nwc.navy.mil> or from the Nonresident Graduate Degree Program Coordinator. Application Procedures are described in the following section.

## **Application Procedures**

Application forms for admission to the Nonresident Graduate Degree Program (Appendix A) and letters of recommendation (Appendix B) may be obtained on the College's web site at <http://cde.nwc.navy.mil> or from the Naval War College Nonresident Graduate Degree Program Coordinator. Applicants must request official transcripts be sent directly from each institution where undergraduate or graduate work was previously completed to the Naval War College Nonresident Graduate Degree Program Coordinator. Transcripts of Naval War College work are not required but are already part of students' records.

Selection to participate in a Naval War College Nonresident Seminar does not guarantee admission to the Nonresident Graduate Degree Program. Students completing seminars in any of the College's Additional Instructional Locations (sites) that have been assessed and certified may apply for admission to the Nonresident Graduate Degree Program once they have completed one or more Nonresident Seminars. A brief statement of purpose and two letters of recommendation are required. These letters must be sent directly from the recommender to the Nonresident Graduate Degree Program Coordinator.

A Faculty Admissions Committee will review all applications for admission to the Nonresident Graduate Degree Program. The Nonresident Graduate Degree Program Coordinator will chair the committee. The committee will consist of at least two other faculty members and shall meet at least once per quarter, more frequently if necessary. Upon evaluation of a completed application package the Faculty Admissions Committee will make a recommendation on admission. Based on this recommendation the Director, College of Distance Education, will render a final admissions decision. Admission will be on a rolling basis.

The Nonresident Graduate Degree Program Coordinator will notify applicants as to the decision on their application. The Nonresident Graduate Degree Program Coordinator will develop a Graduate Degree Plan (Appendix C) with all successful applicants and serve as their graduate program advisor throughout their tenure in the program. The Graduate Degree Plan will include all requirements that must be met in order to attain the Master of Arts Degree in National Security and Strategic Studies as well as an intended graduation date. A record of approved electives shall also be part of the Graduate Degree Plan.

## **CORE ACADEMIC PROGRAM**

### **Introduction: Nonresident Seminar Program Core Courses**

The Naval War College enrolls military officers and government employees in a Nonresident Seminar Program in which the curriculum is closely aligned with the resident program of instruction in Newport and leads to Phase I PJE Certification. (See page 7.) Pending approval by the Academic Policy Council and accreditation by the New England Association of Schools and Colleges, a Master of Arts in National Security and Strategic Studies from the College of Naval Command and Staff may be awarded after satisfactory completion of the Nonresident Graduate Degree Program as administered by the Nonresident Graduate Degree Program Coordinator. The core courses for the degree program must be taken through the Nonresident Seminar Program offered at one of the locations below and not by correspondence.

The core courses of the Nonresident Seminar Program are offered on an academic year basis, commencing in August and ending in April. Applicants for admission to the Nonresident Seminar Program must apply by 15 July. The Nonresident Seminar Program core courses are currently offered in the following areas:

Annapolis, MD	Mayport, FL	Patuxent River, MD
Bangor, WA	Millington, TN	Pearl Harbor, HI
Dahlgren, VA	Monterey, CA	Pensacola, FL
Everett, WA	New Orleans, LA	Port Hueneme, CA
Ft. Meade, MD	Newport, RI	San Diego, CA
Great Lakes, IL	Norfolk, VA	Washington, DC
Jacksonville, FL		Whidbey Island, WA

Graduate students are enrolled for one academic year in a seminar core course consisting of 15-20 students. Seminars meet one evening per week for about 3 hours, under the direction of a Naval War College faculty member, normally from the last week in August through end of April. These seminars include formal presentations and lectures by resident faculty members from Newport and by visiting professors from colleges and universities around the country. The seminars are conducted at the graduate level and require appropriate initiative, research, writing, and oral commentary on the part of each student.

The College recognizes that duty requirements occasionally may necessitate late submission of required work. Students must coordinate and arrange for such delays with the faculty member in advance. Students are advised that all delinquencies must be resolved prior to 15 May of each academic year in order to qualify for graduation. Students unable to meet that deadline must request an extension in advance, from the Director of the College of Distance Education in Newport. All work completed after 15 May must be submitted to the Director for processing in Newport. Except under the most unusual extenuating circumstances, no extension will be granted beyond 1 August. No

student with an “Incomplete” grade will be enrolled in another seminar course or admitted to the Nonresident Graduate Degree Program until the “Incomplete” is resolved.

### **Course Descriptions**

The Naval War College bases its resident programs on three core courses: 1) Strategy and Policy, 2) National Security Decision Making, and 3) Joint Maritime Operations. The College of Continuing Education offers tailored versions of these courses at selected locations. Students may complete the core courses at any of the seminar locations and in any sequence, but the recommended progression is in the order given above.

#### **Strategy and Policy (S&P)**

This course is founded on the Clausewitzian premise that “war is a continuation of policy with the addition of other means.” Strategy is the bridge that connects the state’s goal with the operation of its military forces. Students are familiarized with the fundamentals of foreign policy and military (joint and combined) strategy. In addition, the course assists students in developing a coherent framework for analysis of decisions involving the use of force to achieve national objectives.

The course is presented through a series of historical case studies examining specific examples of strategic-political interaction. The course, however, is definitely not intended to be a study of history for its own sake. The case study topics have been carefully chosen to focus on historical situations that illustrate the enduring and recurring concerns of the strategist. The principal concerns interwoven throughout the course are:

- the political determinations and objectives of war
- the alternatives to war as an instrument of policy
- the international environment, institutions, and alliance structures through which policy and strategy interact
- the comparative merits of joint and combined warfare strategies
- civil-military relations in peace and war examined with reference to political and strategic problems and options

#### **National Security Decision Making (NSDM)**

This course educates students in the effective selection and leadership of armed forces within national resource constraints. The course provides instruction in: strategic planning and selection of future military forces; systematic approaches to programmatic resource choices under conditions of high uncertainty; and the nature of economic,

political, organizational and behavioral factors affecting selection and command of military forces. Areas selected for special attention:

- the changing economic, political and military environments affecting national security
- major joint military force planning, concepts, issues and choices
- the structure and process for planning and programming joint military forces and the interface of that process with the federal budgeting process
- a conceptual understanding of the types of analysis underlying many DOD resource allocation decisions
- political, organizational, and behavioral influences on national security decision making and implementation
- strategic leadership and management of large, complex national security organizations

### **Joint Maritime Operations (JMO)**

The course is an executive development course that emphasizes planning and decision making factors at the joint task force level for operations in the maritime environment. Operational problems require military officers to make increasing use of many disciplines. This differs from the operational planning in past, when application of a single discrete discipline was more the norm. Officers must have a firm grasp of military strategy, an understanding of joint and combined operations, and a thorough background in the essential elements of the military planning and decision making process in order to deploy, employ, and sustain military forces successfully and efficiently. Consequently, the Joint Maritime Operations course employs a multi-disciplinary approach, providing students the opportunity to synthesize various ideas that include maritime strategy, joint and service doctrine, military decision making, operational planning, naval warfare, military warfare, threat assessment, and war-gaming techniques. Joint Maritime Operations applies these ideas to military problems requiring decisions in dynamic situations. The integrated themes of the course are joint maritime operations and military decision making. Reference is made throughout the course to the ability of the CINC and the staff planners to be able to answer confidently four fundamental questions:

- What military conditions must be produced in the operational arena to achieve the strategic goal? (ends)
- What sequence of actions is most likely to produce that condition? (ways)
- How should the resources of the joint force be applied to accomplish the desired sequence of actions? (means)

- What is the likely cost or risk to the joint force in performing that sequence of actions?

The ability to answer these questions is the very essence of the Joint Maritime Operations course.



## **NONRESIDENT GRADUATE DEGREE PROGRAM REQUIREMENTS**

Nonresident Graduate Degree Program requirements may be divided into the following three categories:

• Nonresident Seminar Core Courses	20 Semester Hours
• Elective Coursework	9 Semester Hours
• Residential Capstone Experience (Pass/Fail)	<u>1 Semester Hour</u>
Total Hours Required	30 Semester Hours

### **Nonresident Seminar Course Work**

The three core Nonresident Seminar courses of the Naval War College are at the heart of the Nonresident Graduate Degree Program:

• Joint Maritime Operations (JMO)	7 Hours
• National Security Decision Making (NSDM)	7 Hours
• Strategy and Policy (S&P)	7 Hours

These courses are described elsewhere in this Program Guide. A grade of B- or above must be earned in each core course in order to be eligible for the degree.

### **Electives**

Satisfactory completion of nine graduate semester hours of elective courses is required. The Nonresident Graduate Degree Program Coordinator and the Associate Dean of Academics for Electives must approve these courses in advance. Upon admission to the program all students will develop a Graduate Degree Plan (Appendix C) in conjunction with the Nonresident Graduate Degree Program Coordinator, including their proposed electives. In general, electives will be pursued through courses that in broad terms are relevant to or represent advanced study in each of the three core course disciplines. Students shall request approval of electives by submitting electronically the Request for Approval of Elective Course Form (Appendix D) found on the College's web site at <http://cde.nwc.navy.mil>.

Students may pursue electives simultaneously with seminar core courses. It is the responsibility of each student taking elective courses at other institutions to comply with their procedures concerning admissions, registration, and fee payment. Most institutions will allow students to take a limited number of courses as a matriculated student without applying for formal admission to a specific graduate degree program. In order for an individual to be accorded this privilege, some colleges and universities require a letter from the Naval War College stating that the person is a student in good standing. The Nonresident Graduate Degree Program Coordinator can provide such a letter if required.

An official transcript or completion documentation is required for any coursework pursued at other institutions.

The elective requirement may be fulfilled by taking courses through any of the following methods:

- **Residential electives at Naval War College in Newport.**

A limited number of nonresident students in Newport may register to take electives in residence on a space available basis. Note that these electives are two semester hours each. NWC Elective 395, Directed Research, however, is open to all nonresident students, regardless of location, for two/three semester hours credit, depending on the level of effort expended by the student. Students desiring to take Elective 395 should submit a specific proposal, signed by a faculty sponsor, to the Associate Dean of Academics for Electives for approval using the format provided in Appendix E. A copy of the signed proposal should be provided to the Nonresident Graduate Degree Program Coordinator. Advances in Distance Learning technology should soon make possible the delivery of additional residential electives to a wider geographic audience, depending on available resources and faculty interest in web-based teaching. Future planning also calls for the delivery of Naval War College electives in locations other than Newport when resources are available.

- **Appropriate graduate courses pursued at a regionally accredited college or university.**

A maximum of nine graduate semester hours taken at other universities with a grade of B- or better may be approved on a case by case basis for transfer credit into the Nonresident Graduate Degree Program provided they have not previously been applied towards another degree. Electives from other regionally accredited institutions will be approved when they meet the Naval War College's standards for quality, academic rigor, and congruence with the overall focus of the Naval War College program. This judgment will, to a degree, be subjective in nature.

The following colleges and universities have expressed interest in allowing Naval War College students to pursue graduate courses on their campuses: San Diego, San Diego State, Hawaii Pacific, Washington, Old Dominion, West Florida, Florida Tech, Memphis, Troy State, New Orleans, Mary Washington, Norwich, Salve Regina, Georgetown, Harvard, University of Maryland University College, and Boston University's Institute for World Politics in Washington, DC. A list of pre-approved courses will be developed over time and made available to all interested students.

- **Partnerships with Navy and other Department of Defense (DoD) institutions of higher learning.**

**Naval Postgraduate School.** Although slightly different in nature, the Naval War College currently has educational partnerships with two regionally accredited,

government higher education institutions, the Naval Postgraduate School (NPS) in Monterey, California, and the Uniformed Services University of the Health Sciences (USUHS), Bethesda, Maryland. NPS students in Monterey are taking and receiving academic credit for Naval War College courses. NPS students enrolled in the Nonresident Seminar Program at Monterey may also request to apply appropriate Naval Postgraduate School courses towards a Naval War College Master's Degree. For a student to receive credit towards a Naval War College degree these courses must be in addition to curriculum requirements of their NPS degree.

**Uniformed Services University of the Health Sciences.** Beginning in early 2000, USUHS developed two new graduate courses, Pathology 530, "The Emerging Threat of Biological Weapons and Bioterrorism: An International Scientific and Diplomatic Challenge" and Pathology 540, "Scientific, Domestic and International Policy Challenges of Weapons of Mass Destruction and Terror: Part II, Nuclear." Through an articulation agreement between the two institutions these courses are open to students of the Naval War College as well as Ph.D. and M.D. candidates in the various departments of the Uniformed Services University of the Health Sciences. USUHS plans to offer additional courses applicable to a National Security Studies curriculum in the coming years and has indicated willingness to continue admission of a limited number of Naval War College students.

**Other Service Colleges.** Nonresident Graduate Degree Program students have been allowed to take a limited number of graduate courses taught at other regionally accredited service colleges and to apply these courses towards a Naval War College Master's Degree. Institutions accepting Naval War College students on a space-available basis include components of the National Defense University, especially the Industrial College of the Armed Forces, School for National Security Executive Education, Information Management Resource College, and Joint Forces Staff College. The Joint Military Intelligence College, also in Washington, DC, offers a wide variety of courses that are open to Naval War College students. Finally, some of the advanced courses taught by Defense Systems Management College evaluated by the American Council on Education (ACE) for graduate-level credit recommendations are acceptable for a Naval War College Degree.

**Miscellaneous.** Other expressions of interest have been received concerning development of similar relationships to those described above. For example, the Director of Naval History has suggested that his staff might be able to offer a graduate elective course in Naval History. National Security Agency's Training Division indicated a willingness to open some of their courses on the impact of cryptology in warfare to NWC students. Finally, the Division of Institutional Research at Marine Corps University expressed interest in sharing some of their courses. In each instance these courses would be available to any Naval War College student, resident or nonresident, at no cost. Prior approval by both the Nonresident Graduate Degree Program Coordinator and the Associate Dean of Academics for Electives would be required.

## **Residency Requirement**

As the title of the program suggests, the purpose of the Nonresident Graduate Degree Program is to expand upon the educational opportunity provided by the Naval War College to qualified military officers and federal employees by minimizing the residency requirement at Newport, Rhode Island. However, because the Naval War College offers a tradition and invaluable experience that is unattainable elsewhere, one hour of graduate credit earned in residence at the Naval War College in Newport through participation in a Capstone Experience War Game is necessary in order to satisfy requirements of the Nonresident Graduate Degree Program.

The Naval War College has a long and proud history of war gaming that now incorporates some of the most sophisticated systems in the world. A wide variety of games and planning exercises are conducted at the college, many of them interactive with or closely connected to the fleet. Active participation in a major planning exercise, war game, or a minimum of a week of work-up and preparation for the exercise satisfies this requirement. One hour of academic credit will be awarded on a pass/fail basis. The Nonresident Graduate Degree Program Coordinator and Joint Maritime Operations Division Head will coordinate completion of this requirement.

The intent of this requirement is to bring resident and nonresident students together to share in a capstone educational experience through a JMO War Game. The first such war game was successfully conducted in May of 2001. Currently games open to nonresident students are scheduled annually in February and May. Additional details may be obtained from the Nonresident Graduate Degree Program Coordinator.

## **Overall Degree Requirements**

Completion of all core and approved elective course work with a grade of B- (pass in the case of courses taught pass/fail) or above is required. All electives and other course work being applied towards this degree must be earned within seven years of initial enrollment in a core seminar course. A minimum of 30 graduate semester hours is required for the degree.

## **Transfer of Credits**

A student must request in writing and receive formal approval for any coursework completed at other institutions to be applied to the Naval War College Nonresident Graduate Degree Program. Official grade reports or transcripts must be forwarded to the Nonresident Graduate Degree Program Coordinator. In order to receive credit for any courses from other institutions the grade must be B- or above.

Courses pursued at institutions using a quarter system will be awarded equivalent semester hours credit in accordance with the following nationally recognized standards:

### Quarter Hours to Semester Hours Conversion

1 Quarter Hour	is equivalent to	.67 Semester Hours
2 Quarter Hours	is equivalent to	1.33 Semester Hours
3 Quarter Hours	is equivalent to	2.00 Semester Hours
4 Quarter Hours	is equivalent to	2.67 Semester Hours
5 Quarter Hours	is equivalent to	3.34 Semester Hours

In making any conversion from quarter hours to semester hours, credit awarded will not be rounded up or down. The Naval Postgraduate School and the Joint Military Intelligence College are among those institutions operating on a quarter system.

### **Leave of Absence**

Students may request leave of absence under unusual circumstances that preclude continuation in the program or completion of elective coursework. Examples of valid reasons for which a leave of absence could be granted include assignment to sea duty, overseas assignment, especially during time of war or other national emergency, or recall to active duty under in situations preventing further study. A student needing a leave of absence should make a formal request to the Nonresident Graduate Degree Program Coordinator in a timely manner.

## **ADMINISTRATIVE MATTERS**

### **Tuition Assistance**

Military students may wish to check with their Navy College Office or other education center to determine eligibility for tuition assistance, as well as any possible arrangements regarding elective course offerings. Tuition assistance for 75% of the tuition of courses may be approved as long as they apply towards a degree as listed on the degree plan. Civilian students may find sources of funding support for electives by contacting their local Human Resource Office.

### **Graduation**

Graduation exercises are conducted at the Naval War College in Newport, Rhode Island, at the end of fall, winter and spring trimesters in November, March and June. The Nonresident Graduate Degree Program Coordinator must receive documentation of intended program completion no later than first working day of October, February or May respectively in order to participate in the next upcoming graduation. Students completing degree requirements during any given academic year will be afforded the choice to participate in either the next mid-year commencement or the June graduation exercise, including the Current Strategy Forum normally held during the same week.

The Naval War College Registrar must be notified by the Nonresident Graduate Degree Program Coordinator of completion of the student's Graduate Degree Plan in order for the individual to be awarded the Master of Arts Degree in National Security and Strategic Studies from the College of Naval Command and Staff. The graduating student may choose to attend the ceremony in Newport or have the degree diploma mailed. Students may qualify for a Naval War College diploma and Joint Professional Military Education (JPME) Phase 1 credit prior to or simultaneously with completing requirements for the master's degree.

### **Student Records**

The Nonresident Graduate Degree Program Coordinator, in conjunction with the Deputy Registrar, will maintain student files. At a minimum, these files shall include the student's admission application, transcripts, degree plan, and other relevant correspondence such as recommendations and elective approval letters. The Nonresident Graduate Degree Program Coordinator and the Deputy Registrar will certify completion of all degree requirements to the Naval War College Registrar. The Director of the College of Distance Education will forward student records to the Registrar who will review the files for completion of all requirements and certify the students for awarding of the Master of Arts Degree in National Security and Strategic Studies. Upon certification, the file will be returned to the Deputy Registrar in the College of Distance Education for permanent retention and archiving in the official records of the college.

**Naval War College  
Nonresident Graduate Degree Program  
827 Sicard St. SE  
Washington, DC 20374-5039**

**APPLICATION FOR GRADUATE DEGREE PROGRAM ADMISSION**

**Privacy Act Statement:**

Authority to request this information is derived from 5 United States Code, section 301, Departmental Records, and 44 United States Code, section 3101, Records Management. The purpose of this form is to enable individuals to provide the necessary information to the U.S. Naval War College for admissions consideration, enrollment, and administrative processing associated therewith.

The information you provide will become a permanent part of your Naval War College record. If admitted, the information provided will be used to enroll you in this program and to report your successful completion to higher authority.

Completion of this form is entirely voluntary. Failure to provide your social security number may prevent your enrollment. Failure to provide other information will hinder the College in providing service to you.

**Instructions:** The following information is required in order to make a decision on admission to the program. Completed applications, two completed recommendation forms, and one copy of your official transcript from each institution previously attended must be submitted to: Naval War College Nonresident Graduate Degree Program Coordinator, 827 Sicard St. SE, Washington, DC 20374-5039.

1. \_\_\_\_\_  
(Last Name) (First Name) (M.I.)
2. Social Security Number: \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_ Designator (Navy) \_\_\_\_\_
3. Rank/Grade: \_\_\_\_\_ 4. Service \_\_\_\_\_
5. Current Billet Assignment: \_\_\_\_\_
6. Current Command Name and Location: \_\_\_\_\_  
\_\_\_\_\_
7. Home Mailing Address: \_\_\_\_\_  
\_\_\_\_\_
8. Email Address: \_\_\_\_\_

9. Phone Numbers: Work \_\_\_\_\_ Home \_\_\_\_\_

10. List all currently held degrees, granting institution, and date (be sure to request that each mail an official transcript directly to Naval War College Nonresident Graduate Degree Program Coordinator, 827 Sicard St. SE, Washington, DC 20374-5039):

Institution	Dates	Degree	Major

11. List NWC seminar course(s) completed and date(s) of completion:

Course	Dates	Grade	Instructor
S & P			
NSDM			
JMO			

12. Are you currently enrolled in a NWC Nonresident Seminar course? Yes / No

If yes, course name: \_\_\_\_\_ Instructor: \_\_\_\_\_

13. Do you hold a NWC Diploma? Yes / No      If yes, date awarded \_\_\_\_\_

14. Statement of purpose: How will this program help your career? Be specific.

15. \_\_\_\_\_  
(Applicant's Signature) (Date)

Please submit this completed application along with two recommendations to: Naval War College Nonresident Graduate Degree Program Coordinator, 827 Sicard St. SE, Washington, DC 20374-5039.



**Naval War College  
Nonresident Graduate Degree Program  
827 Sicard St. SE  
Washington, DC 20374-5039**

**RECOMMENDATION FORM FOR THE NONRESIDENT GRADUATE DEGREE PILOT PROGRAM**

**Part A: TO BE COMPLETED BY THE APPLICANT**

Applicant's Name (type/print): \_\_\_\_\_

I do \_\_\_ do NOT \_\_\_ waive my right to see this recommendation.

SIGNATURE \_\_\_\_\_

**Part B: TO BE COMPLETED BY THE RECOMMENDER**

The above named applicant is applying for admission to the Naval War College Nonresident Graduate Degree Program. Please consider your knowledge of the candidate's potential for academic success in a graduate education program and answer the questions below. Sign, date, and return the form directly to the Program Coordinator. Thank you.

How long and in what capacity have you known the applicant? \_\_\_\_\_

\_\_\_\_ NWC Professor                      \_\_\_\_ Commanding Officer  
\_\_\_\_ Senior supervisor                \_\_\_\_ Other \_\_\_\_\_

Qualities – scale of 1-5 (1 is weak, 5 indicates that the applicant is comparable to the best-qualified student you have known). If no basis for judgment – N/A

Quality	Rating	Quality	Rating
Academic Ability		Written Communication skills	
Ability to work with others		Oral Communication skills	
Ability to think analytically		Career Potential	

Please write candidly about the candidate's qualifications and potential to carry on advanced study in this program.

Overall recommendation for applicant's admission to this graduate degree program is :

\_\_\_ Highly Recommended    \_\_\_ Recommended    \_\_\_ Recommended with Reservations    \_\_\_ Not Recommended

Printed name of recommender: \_\_\_\_\_

Signature of recommender: \_\_\_\_\_ Date: \_\_\_\_\_

Title \_\_\_\_\_ Institution: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

**Naval War College**  
**Nonresident Graduate Degree Program**  
**827 Sicard St. SE**  
**Washington, DC 20374-5039**

**NONRESIDENT GRADUATE DEGREE PLAN**

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Date of Admission to Degree Program: \_\_\_\_\_ Intended Graduation Date: \_\_\_\_\_

Statute of Limitations to Complete M.A. Degree \_\_\_\_\_

**I. Core Courses:**

Course	Completion date		Grade		Semester Hours	Instructor
	Prospective	Actual	Numerical	Letter	Credit	
S & P						
NSDM						
JMO						

\_\_\_\_\_ Initial when minimum of 20 graduate semester hours for Core Courses has been completed.

**II. Naval War College Residencies:**

Residential JMO War Game or Other Capstone Experience	Date	
	Planned	Completed

\_\_\_\_\_ Initial when residential requirement completed.

### III. Approved Electives:

A. Course Number/Name \_\_\_\_\_

College/University \_\_\_\_\_ Graduate Semester Hours \_\_\_\_\_

Elective Transfer Request: Submitted \_\_\_\_\_ Approved \_\_\_\_\_

Final Course Grade: \_\_\_\_\_ Grade Report/Transcript received: \_\_\_\_\_

B. Course Number/Name \_\_\_\_\_

College/University \_\_\_\_\_ Graduate Semester Hours \_\_\_\_\_

Elective Transfer Request: Submitted \_\_\_\_\_ Approved \_\_\_\_\_

Final Course Grade: \_\_\_\_\_ Grade Report/Transcript received: \_\_\_\_\_

C. Course Number/Name \_\_\_\_\_

College/University \_\_\_\_\_ Graduate Semester Hours \_\_\_\_\_

Elective Transfer Request: Submitted \_\_\_\_\_ Approved \_\_\_\_\_

Final Course Grade: \_\_\_\_\_ Grade Report/Transcript received: \_\_\_\_\_

D. Course Number/Name \_\_\_\_\_

College/University \_\_\_\_\_ Graduate Semester Hours \_\_\_\_\_

Elective Transfer Request: Submitted \_\_\_\_\_ Approved \_\_\_\_\_

Final Course Grade: \_\_\_\_\_ Grade Report/Transcript received: \_\_\_\_\_

E. Course Number/Name \_\_\_\_\_

College/University \_\_\_\_\_ Graduate Semester Hours \_\_\_\_\_

Elective Transfer Request: Submitted \_\_\_\_\_ Approved \_\_\_\_\_

Final Course Grade: \_\_\_\_\_ Grade Report/Transcript received: \_\_\_\_\_

\_\_\_\_\_ Total number of graduate semester hours of approved electives completed. Initial \_\_\_\_\_

**IV. Graduate Degree Plan Completion:**

Previous  
education = \_\_\_\_\_ Transcripts showing  
baccalaureate degree (initial)

Total number of graduate hours completed:

I. Core Courses = \_\_\_\_\_ Graduate semester hours  
II. Residency = \_\_\_\_\_ Graduate semester hours  
III. Electives = \_\_\_\_\_ Graduate semester hours  
Total = \_\_\_\_\_ Graduate semester hours  
(30 hours required)

**Graduate Degree Plan certified complete:**

\_\_\_\_\_  
Nonresident Graduate Degree Program Coordinator

\_\_\_\_\_  
Date

**Recorded:**

\_\_\_\_\_  
Assistant Deputy Registrar  
U.S. Naval War College

\_\_\_\_\_  
Date

**Completion Certification for  
Master of Arts in National Security and Strategic Studies**

**Completion of all requirements certified by:**

\_\_\_\_\_  
Nonresident Graduate Degree Program Coordinator

\_\_\_\_\_  
Date

**Recorded:**

\_\_\_\_\_  
Assistant Deputy Registrar  
U.S. Naval War College

\_\_\_\_\_  
Date

\_\_\_\_\_  
Deputy Registrar  
U.S. Naval War College

\_\_\_\_\_  
Date

**Reviewed / Transferred to College of Naval Command and Staff**

\_\_\_\_\_  
Director, College of Distance Education

\_\_\_\_\_  
Date

**Awarded Master of Arts in National Security and Strategic Studies:**

\_\_\_\_\_  
Registrar  
U.S. Naval War College

\_\_\_\_\_  
Date

**Naval War College  
Nonresident Graduate Degree Pilot Program  
827 Sicard St. SE  
Washington, DC 20374-5039**

**REQUEST FOR APPROVAL OF ELECTIVE COURSE**

Student's Name: \_\_\_\_\_ Date: \_\_\_\_\_

Request approval of the below listed course as meeting an electives requirement for the Master of Arts Degree in National Security and Strategic Studies at the Naval War College. This course has not been applied towards a previous degree.

Name of Course: \_\_\_\_\_

Course Number: \_\_\_\_\_ Graduate Hours: \_\_\_\_\_

Institution \_\_\_\_\_

Location: \_\_\_\_\_ Department \_\_\_\_\_

Attach brief course catalogue description.

Web site URL for complete course description:

\_\_\_\_\_

Signature \_\_\_\_\_

-----  
**Nonresident Graduate Degree Program Coordinator:**

Check one: ☐ Approved for Transfer ☐ Not Approved for Transfer

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Naval War College Electives Coordinator:**

Check one: ☐ Approved for Transfer ☐ Not Approved for Transfer

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## DIRECTED RESEARCH ELECTIVE PROPOSAL

Date

### MEMORANDUM

From: Name of Student

To: Professor Mackubin T. Owens, Jr., Associate Dean of Academics for Electives and Directed Research

Subj: DIRECTED RESEARCH ELECTIVE

1. I request permission to conduct a directed research project as a *fall/winter/spring* trimester elective.
2. Include a short paragraph describing the nature of the research project.

Signature

Name of Student

Sponsor:

Approved:

Signature

(Sponsors Name)

Signature

MACKUBIN T. OWENS, JR.

Copy to:

Nonresident Graduate Degree Program  
Coordinator